

the will to do so over the past 8-10 years. I thoroughly enjoyed my time in PHLI, and think it was beneficial to me in my public health career.

I now serve on the Board of the California Association for Public Hospitals representing my county and am engaged in advocacy work with the state legislature. The self awareness tools we received [in PHLI] were extremely helpful going forward.

A National PHLI Story: Margaret Schmelzer, R.N., M.S.

**Director of Public Health Nursing and Health Policy
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As a final example of state-level voluntary leadership involvements, Margaret Schmelzer described this example of her long-term growth and leadership.

[PHLI] provided the published resources and the nation-wide support system to test out leadership knowledge and behaviors. Because of the people I met, including the leadership of PHLI, I discovered a deep sense of courage that I did not know of.

While I've always been brave and a risk taker, there has never been any experience I have ever had that allowed me to reach deep into my heart, soul, and mind to discover the incredible personal and intellectual capacities I possess. As one outcome, I have led and continue to lead a major statewide systems effort to transform Wisconsin's public health system for the 21st Century... [I provided] system leadership to transform Wisconsin's Public Health System for the 21st Century to turn around the following system-attributes: Highly categorical state level public health department with no shared vision but great people; risk-averse culture; and, varying capacity and expertise in developing and sustaining diverse collaborative partnerships.

<http://dhfs.wisconsin.gov/statehealthplan/...>

I was also one of 14 appointed persons in the nation appointed to a USDHHS Technical Expert Panel to advice on Healthy People 2020. In November, I'll be off the National PHLS Council after a decade of service. I have been transformed as a person because of the National Public Health Leadership Institute. I am emblematic of its process and outcomes.

We note from the last paragraph that this leader's influence, honed within the state, later was extended to the national level.